**Terms of Reference (TOR)**

**Consultant - Assessment of Operational Guidelines and Standard Operating Procedures**

**for The Border Consortium’s Food Card Processes & Systems**

**I. Background / Context**

The Border Consortium (TBC), based in Thailand, has been working with refugees from Myanmar since 1984. TBC is the main provider of food, shelter, and other forms of support to approximately 80,000 refugees, in remote camps in Thailand, located close to the Myanmar border.

TBC utilizes a food card system (FCS) with facial biometrics to provide food assistance to the refugees, with a total of approximately 15,500 household cards and 130 camp-based vendors across nine refugee camps.

TBC is seeking a consultant to review, assess, and make recommendations on the FCS’s design, implementation, and processes to enhance its overall effectiveness.

**II. Scope of Consultancy**

The appointed consultant, in collaboration with TBC management and staff, will conduct an assessment of the current FCS, and relevant organizational structure in order to provide detailed analysis of current processes, benchmarking with standard practices, identification of gaps, and to make recommendations for improvements which ensure transparent, integrated, effective, and efficient execution of this system.

Specifically, the appointed consultant will:

* Assess the food card processes, system, and organizational structure (efficiency and effectiveness, environmental appropriateness, relevance, controls, implementation, and sustainability).
* Carry out a comparative analysis between TBC’s processes and standard good practices. Also, identify protection, gender dimensions, and impacts on natural resources.
* Identify ways to increase efficiency and reduce the risk of fraud and other organizational risks to TBC including factors relating to system design, business processes, and organizational structure.
* Recommend improvements to TBC’s food card business processes in close collaboration with key process owners and the system service provider, clearly showing functional interfaces with other workflows (i.e., finance processes, supply chain processes, and to ensure alignment to TBC’s strategic directions framework of 2023-2025, compliance with donor’s requirements, and good governance).
* Recommend appropriate organizational structure and human resource requirements including staff roles, positions, and responsibilities.
* Establish levels of authority and authorization for each process including suggestions for forums that support constructive interaction and good governance processes.
* Familiarize with the FCS provider as a significant stakeholder and other key process owners, to identify proper customization of the system and make recommendations for reports’ automation and formats.
* Work with TBC’s Senior Management Team (SMT) and project managers to elucidate key impacts on staff, risks in process implementation, and to advise on appropriate revisions.

**III. Expected Outputs/Deliverables:**

* Gap assessment report relating to processes, systems, and structures required for effective and efficient food card activity processes and organizational structure.
* Mapping of the food card activity processes, clearly showing functional interfaces with other workflows (i.e., finance processes, supply chain processes, and to ensure alignment to TBC’s strategic directions framework of 2023-2025, compliance with donor’s requirements, and good governance).
* Recommendations on organizational structure and human resource requirements including job roles, positions, and responsibilities.
* Table of levels of authority and authorization for each process.
* Suggestions on forums which support constructive interaction and good governance to processes with regards to internal coordination mechanisms.
* Report outlining proper customization of the system including automated reports, such as those produced from the operating system, and impactful and appropriate report formats.
* Recommendations on key management and monitoring considerations for implementation processes inclusive of markets, household expenditures, and supply chains.
* Presentation session to summarize findings of key outputs and deliverables.

**IV. Qualifications:**

To qualify for this appointment, the consultant:

* Must have not less than 10 years relevant and professional experience of active engagement with clients in a humanitarian context or related field.
* Will possess relevant, professional qualifications in humanitarian assistance or business process improvement/reengineering, Cash and Voucher Assistance (CVA), cash transfer systems, and organization design.
* Must demonstrate evidence of similar work done with comparable organizations, possibly in similar settings.
* Have previously executed humanitarian assistance or business process improvement projects involving software implementation and ICT transformation.
* Will preferably have familiarity with non-profit organizational environments and dynamics.

**V. Provisional Schedule**

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| --- | --- | --- |
| **Location** | **What** | **Number of Days** |
| Homebase\* | FCS Review | 3 |
| Tak Province, Thailand | Field Visits | 5 |
| Bangkok, Thailand | Compiling the Data | 3 |
| Bangkok, Thailand | Draft Report | 2 |
| *TBC Review and Feedback* | | |
| Bangkok, Thailand | Final Report | 2 |
| Bangkok, Thailand | Presentation Preparation | 2 |
| Bangkok, Thailand | Presentation Delivery and Feedback | 1 |
| Homebase\* | Summary Report on Presentation Discussion and Feedback | 1 |
| **Approximate Total Number of Workdays** | | 19 |

\*International travel as required if one’s homebase is not in Thailand.

**V. How to Apply:**

Interested consultants should send a technical and financial proposal, resume/CV including 2 references, and a cover letter explaining one’s suitability no later than **April 28, 2023** to [hr@theborderconsortium.org](mailto:hr@theborderconsortium.org) clearly indicating on the subject line: “**Proposal for TBC Food Card System**.” Only short-listed candidates will be contacted. The successful applicant will be chosen in May and must be available to complete all of the required workdays (see table above) in June.

**VI. Communication and Response**:

Dr. Timothy Moore (Acting Co-Executive Director) is the designated TBC representative for this initiative. For any additional information relative to this TOR, please direct all inquiries as follows:

*Tel: +66 (0) 2238-5027-8*

*E-mail: tim@theborderconsortium.org*

**VII. No Obligation Clause**:

The submission of a proposal shall not in any manner oblige TBC to enter into a contract or to be responsible for the costs incurred by the applicant or their organization in responding to this TOR.